

DD/A Registry

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Executive Registry

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MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

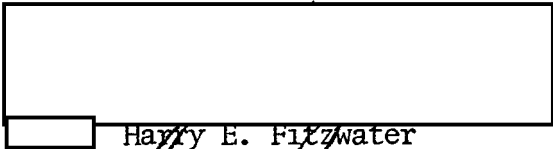
SUBJECT: Comments on Monthly Management Review Process

1. While I have no doubt that the Monthly Management Review (MMR) process worked well at NSA, I have some concerns regarding its applicability here. The MMR uses the project approach for senior management review which is geared toward the monitoring of major technical systems over a substantial period of time. In DoD circles, it has been an effective management tool, but it appears to be somewhat foreign to our decentralized management procedures, particularly in view of our compartmentation and security considerations.

2. If an MMR system were to be adopted by us, a central staff may have to be established to manage the process. It would also appear to generate a substantial amount of paper which, in turn, would increase our administrative overhead. All of this effort would nevertheless be worthwhile if the respective Deputy Directors of the Agency were not knowledgeable regarding the status of the projects within their purview; this is not the case.

3. If there were perceived a need to adopt something similar to the MMR for this Agency, I would recommend that the projects to be tracked be few in number. These selected programs would be those which are truly significant by virtue of Congressional and OMB attention. In order to be truly effective and reduce the administrative burden, the process should involve quarterly rather than monthly review sessions. As you know, we have recently initiated a planning/tracking process in the Directorate of Administration. Time constraints on the part of the project managers, as well as our senior officers, dictate quarterly reviews rather than monthly sessions.

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Harry E. Fitzwater

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cc: Director/OL  
Director/ODP